

## 26. Innovation-Driven HRD CLO Program Development

Jeong-Taik Lee · Sung Lee · Tong Park

### 1. Research Outline

- ☐ This development and management project aims at developing HRD CLO (Human Resource Development, Chief Learning Officer) Training program, based on KRIVET's 2006 research project, Developing Innovation-Driven HRD Professional Cultivation, KRIVET #2006-33, which is expected to be used as guide for workplace-level HRD professionals in designing their in-plant manpower development master plan.
- ☐ Basic framework and components of organization-level HRD globalization-workplace convergence-based HRD CLO cultivation program are illustrated.
- ☐ Ways for building up industry · academia · R&D · government cooperation network as functional scheme for developing workplace-driven HRD globalization-local specificity convergence HRD CLO program, are suggested here.
- ☐ Methodology
  - ☐ Data, information, and advices are constructed, collected, and sought through implementation of pre-survey on needs, and steering meetings among professionals and government officials.
    - Pre-survey with needs identifying questionnaire is conducted with 500 respondents.
    - Both local and overseas workshops are held. Local one is focused on discussions among participants over the extents to which needs and course evaluation are matched. Overseas one is held at Center for the Study of Learning, George Washington University, Washington DC, USA with 10 participants. Bench-marking of the USA experiences is the main purpose.

### 2. Theoretical Background

- ☐ Reference quoted in the courses of discussions is McLagan's HR Wheel Model (1989), on the basis of which further discussions about various learning organization and knowledge management-related Korean-written papers or articles are made.

- ☐ HRD-globalization-local specificity convergence was conceptualized. Convergence criteria, procedures, components, and evaluation are suggested and discussed.

### 3. Major Research Contents

- ☐ Simulation-based HRD globalization-local specificity convergence HRD CLO cultivation program is shown.
  - Main contents shown in the simulation.
    - The contents comprises of the following ten: HRD CLO course schedule, MOU signed by JoongAng University, HRD Korea, and KRIVET, pre- needs survey questionnaire, the survey results, brochure1, brochure2, lecture text drafting guide, lecture schedule and list of lecturers, preparation and steering committee meetings, workshop at George Washington University.
  - Main program contents:
    - ① 1st Phase: Lectures on Theories.
      - Keynote speech delivered by President, KRIVET is on Vision and Task in an era of 'Human Capital is the Key.' Lecture on human resources development with the focus on conceptualization as well as theoretical and policy development process is followed.
    - ② 2nd Phase: Policy and Strategies.
      - It lasts four weeks. Major focus is on government policies as well as understanding and effective application of the strategies. Important topics include HRD as national key growth engine, Korean ministries' policies, future national HRD policy directions, policies both on vocational capacity building up and education and training institutions, and government assistance details in the field of HRD.
    - ③ 3rd Phase: Techniques and Cases.
      - Up-to-date techniques and cases are introduced to boost trainees' wide application. Assessment on quality of human qualification, strategic approach to action learning, learning organization construction, and related further progressing of HRD are also discussed.
- ☐ Ways to upgrade Global Standard-Local Specificity Convergence Synergy Effects.
  - Key areas where synergy effects to be enhanced are intra-organizational HRD development fields.
  - Four areas where cooperation, adjustment, and network construction among key factors to be forged are as follows:
    - They are enhancement of in-plant HRD CLOs' individual learning capacity, upgrading of organizational learning capacity of the organizations they work at, speedy and smooth delivery of needed learning materials and information, and commercialization of intra- organizational HRD leadership development programs.

- Concrete areas where HRD global standards-local specificity convergence synergy effects are to be substantiated include:
  - Individual learning capacity, organizational learning capacity, teaching and learning information delivery, and teaching/learning program commercialization.

#### **4. Policy Suggestions**

- ☐ Suggestions for government assistance in construction of industry · academia · R&D · government cooperation network toward cultivation of HRD CLO.
  - A special team within MEHRD (Ministry of Education · HRD) with membership of professionals representing large · small enterprises, universities · technical colleges, and central · local governments, is to be newly built up.
  - Industry · academia · R&D · government cooperation network toward cultivation of HRD CLO need to be forged under the initiation of the team and practical government assistance guide and programs are to be designed.
- ☐ Concrete suggestions for HRD CLO cultivation
  - National comprehensive HRD CLO capacity components and elements need to be designed.
  - Equivalent ones at both public and private sectors need to be forged accordingly.
  - Ways to linking systematically both levels of the frameworks need to be developed to insure goodness-of-fit in terms of high applicability and model inter-connectivity.
- ☐ Suggestions for CLO competency training and business activities.
  - Government assistance in sectoral specific CLO competency cultivation fields.
  - Assistance in developing tailor-made CLO cultivation plans.
- ☐ Suggestions for developing learning organization of CLO leadership capacity building.
  - Financial and institutional incentives need to be developed to boost self-directed learning capacity for CLO development.
  - Tailor-made training programs need to be developed .
  - Learning organization for CLO leadership needs to be constructed substantially.